



VERSION 1

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Important notice: this document is an English translation of a template prepared by the Swedish Board of Agriculture, the Swedish Managing authority for Axis4 of EFF. The original document is intended to provide guidelines for Swedish local stakeholders in preparing their CLLD strategy for the 2014-2020 period. These translated guidelines should be seen as indicative and to be taken as inspirational material for other local stakeholders in the EU but should not be considered as a formal strategy writing document.

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Template with writing instructions for local development strategies

This document consists of both instructions and pre-written text and the gaps where the LAG inserts its own text. A complete local development strategy must include all the fields in this template.

The text written in *italics* is the Board of Agriculture's instructions and recommendations. You should delete the *italicised* text from the final local development strategy.

The regular font text is common for all local development strategies. This text should therefore be retained in the document you write. The LAG will later insert its own text in the fields symbolised with boxes. In the final strategy the boxes are no longer needed.

Give short answers! Each section you write is limited to a number of characters. Each box specifies how many characters including spaces you may use.

The content of this strategy template is not in the order in which you access the strategy. The strategy template is based on an appropriate daily use, like the LAG's work tools and reference books. For example, you develop a SWOT analysis at a very early stage. Since it has only a limited use in daily work, however, it is placed as an appendix.

The instructions in this template are very short. An explanatory text for each section and general background information about the funds and the development strategy can be found in a manual developed by the Board of Agriculture. To keep informed, we recommend that you subscribe to our newsletter on local development at <http://www.jordbruksverket.se/lokaltledutveckling> (in Swedish).

This strategy template is an initial version. The template may be modified depending on the remaining decisions at European level and in Sweden.

Local development strategy for [your development area]

Summary

Write a summary of the local development strategy.

The summary can be used as a short presentation of your objectives in the area and how you will achieve them.

Text, maximum 2,000 characters

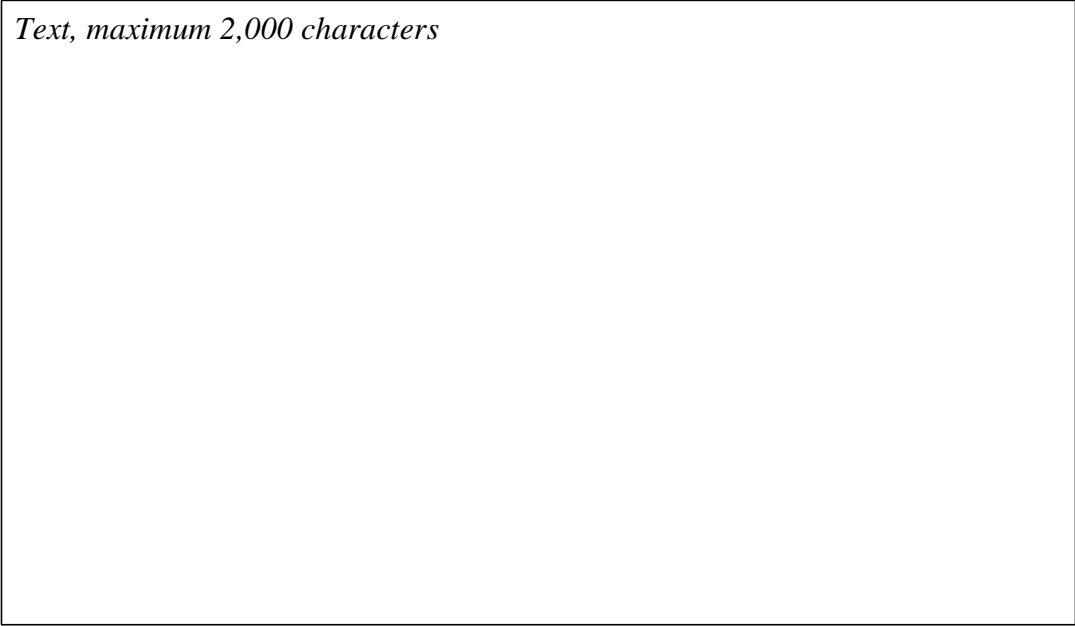


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1. The objective of the local development strategy

This development strategy will be used to manage the LAG's work with prioritising and selecting applications as well as partnerships, communication and fund coordination.

2. The strategy's contribution to the EU and the Swedish objectives

All projects prioritised by means of this development strategy contribute to achieving the EU 2020 growth strategy. Therefore all the objectives and processes for project strategy selection contribute to the objectives set in the relevant operational programmes for structural and investment funds.

The analysis forms the basis of a vision and the identification of development needs, leading to the action area and specific objectives which can be measured using indicators. An action plan shows how the objectives of the action areas will be translated into activities.

3. Strategy preparation

Describe the stakeholders who developed this strategy, how involved they have been and what forums you've used. Also describe how the strategy is consistent with the regional and local plans and strategies.

Text, max 1,000 characters

4. The development area

Briefly describe the geographic area, the landscape and demographics by filling in the table below. List geographical landmarks such as rivers, mountains, coastline and similar which are important for the area's development. Specify the municipalities included in the area, what are the main cities and where the development centres are located.

The Board of Agriculture will provide statistics for the various municipalities and parishes which can be used as a basis in this section and which are made available on www.jordbruksverket.se/lokaltledutveckling.

Number of inhabitants in the development area <i>[The number should be between 10,000 and 150,000 inhabitants. If that is not the case, you should explain why.]</i>	
Size in km ²	
Inhabitants per km ²	
Municipalities covered by the strategy <i>[If parts of the municipalities are included, please specify the parishes using the official parish codes.]</i>	
Landscape types and landmarks	
Larger population centres and development centres	
Population trends for the years 2007–2013 <ul style="list-style-type: none"> • Net number of relocated persons • Net births 	
Unemployment in %*	
Unemployment among young people (aged 15–24) in %*	
Percentage of residents with foreign background in %*	
Number of companies with direct links to fisheries and aquaculture**	
Number of enterprises per 1,000 inhabitants***	
Number of start-up companies per 1,000 residents***	
Population % 16–24 years 25–44 years 45–64 years	

65+ years	
Other significant elements for the region's development?	

* *particularly important for the social fund*

** *fill in only for the choice of the Maritime and Fisheries Fund*

*** *especially important for the regional fund*

4.1 Area description

Describe the natural and cultural resources found in the area which are relevant for the strategy. The structure of the relevant businesses, associations, services and infrastructures are important information, also describe their change over the last few years.

Describe the characteristics of the population affected by the strategy direction in the area and how people experience their life situation.

Also explain the limits of any neighbouring areas or overlap with other local development areas which are relevant for the strategy.

This should be a factual description of the area without any evaluation or interpretation.

Text, maximum 5,000 characters

4.2 Development needs and opportunities

Summarise the results of the SWOT analysis, global analysis and other analyses found in the appendix. The general need for development is a summary where the strengths, weaknesses, threats and opportunities have been weighed against each other. If you have made several analyses of specific themes or funds, you should also describe their relevant needs.

This should be a description of the area conditions based on the SWOT analysis, in other words an evaluation and interpretation of what these conditions mean for the development of the area.

Text, maximum 5,000 characters

5. What are the innovative elements of the strategy?

Specify the innovative elements of the strategy. Describe how the strategy promotes innovative processes in the field, such as partnerships, methods, measures and similar.

Text, maximum 2,000 characters

6. Vision

Present the vision of the strategy, the area and the local partnership.

Text, max 400 characters

7. Action areas, objectives and selection criteria

7.1 General objectives for the area

List the overall objectives of this strategy in the table below. Give a description of the goals and why you have chosen these goals. The goals must be derived from the needs described in section 4.2 and must contribute to achieving the EU 2020 goals and the goals of the chosen funds. The objectives will form the basis of the concrete objectives and project selection.

Goal	Measured by (indicator)
[Goal 1]	
[Goal 2]	
....	

Text, maximum 5,000 characters

7.2 Action areas and milestones

Name the action areas you have identified by filling in the table below. The action areas constitute the strategy's direction and specify the thematic areas where the development efforts must be carried out. The action areas will be derived from the needs described in section 4.2 and must be based on the strategy's general goals.

Set specific goals for each action area as well. The objectives must be measurable using indicators and must be placed in order of importance. This means that within each action area there are goals which are more important than others. Several action areas can have the same goals.

Action area	Goal order	Goal	Indicator
Action area 1	1		
	2		
	3		
Action area 2	1		
	2		
	3		
....	1		

Describe the action areas and why you have chosen them.

Text, maximum 5,000 characters

7.3 The action plan

Describe how you intend to use the chosen fund or the chosen funds. If the strategy includes several funds, please describe in general how you intend to delimit the funds from each other. This demarcation must clarify the thematic differences and possible differences in the geographic focus of each fund.

Also describe the collaboration which will be made available to reach the general goals and objectives of the action areas. These may be collaboration activities in the immediate area, in Sweden and international activities. Describe the types of collaborations and specify for which areas the collaborations are pursued and why.

Text, maximum 5,000 characters

In the table below, describe how the objectives of the various action areas are translated into concrete activities. Clarify the possible differences in the approaches, target groups, types of projects and similar elements between the various action areas.

Action area 1	Action area 2	Action area ...	Cooperation
<i>Text, max 1000 characters</i>	<i>Text, max 1000 characters</i>	<i>Text, max 1000 characters</i>	<i>Text, max 1000 characters</i>

7.4 Selection process

Describe how the LAG will prepare the applications and how it prioritises and selects the projects using the selection criteria and other assessments. You must also describe a selection process model and explain how the project applications will be selected and prioritised.

Text, maximum 3,000 characters

7.5 Selection criteria

List the selection criteria forming the base of the assessment and prioritising of the project applications by filling in the grid below. The selection criteria will ensure that the priority projects really contribute to achieving the objectives of the strategy. To ensure this, the selection criteria are directly linked to the general goals and objectives of the respective action area.

The selection criteria number must not be changed and is necessary for registration in the Board of Agriculture's computer system.

You need selection criteria for each budget line at the LAG's disposal. This means that you must have selection criteria both for project implementation and collaboration projects owned by the LAG itself.

	Fund	Criterion number	Selection criteria
Strategy Implementation	<i>EAFRD (rural)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
	<i>EMFF (fisheries)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
	<i>ESF (social)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
	<i>ERDF (regional)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
Cooperation	<i>EAFRD (rural)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
	<i>EMFF (fisheries)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
	<i>ESF (social)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	
	<i>ERDF (regional)</i>	1	<i>Selection criterion 1</i>
		2	<i>Selection criterion 2</i>
		3	<i>Selection criterion 3</i>
	

Describe in general how the chosen selection criteria will contribute to the achieving of the strategy's goals.

Text, maximum 2,000 characters

8. Financing plan

The financing plan is filled in after the strategy has been approved. This will be done in another phase when the strategy is supplemented with additional details.

Measure	Fund	%	GBP
Operation	<i>Selected fund / coordinated funds</i>	<i>20 or 25 of the total public expenditure¹.</i>	
Collaboration	<i>Fund 1</i>		
	<i>Fund 2</i>		
	<i>Fund 3</i>		
	<i>Fund 4</i>		
Strategy Implementation	<i>Fund 1</i>		
	<i>Fund 2</i>		
	<i>Fund 3</i>		
	<i>Fund 4</i>		
Total		<i>100</i>	

¹Note that the word "expenditure" actually means paid money, according to Article 31d of the common fund regulation (1303/2013). This means that if, for example, only up to 75% of the strategy's project actions are used, then only up to 75% of the operating budget can be used.

9. Organisation

9.1 Administrative capacity and office work (operation)

Describe how the operation or administration are in fact organised and which parts are coordinated with other development areas or stakeholders. Also describe how many services you plan to have at the office and how you will ensure competence and efficiency.

Text, maximum 3,000 characters

9.2 The partnership and association

Explain the partnership and the organisation behind the strategy. Please specify which public, private and non-profit stakeholders are involved in the partnership and the manner in which the structure is representative for the area and relevant given the strategy's direction.

The partnership represents the already formed group of stakeholders, or the group which will form the local association for the development area at a later stage.

Text, maximum 3,000 characters

9.3 LAGs – the local action groups

Describe the LAG structure and how you divide the seats and votes as well as the temporary places. Please also describe how you appoint the LAG. Explain how you will ensure the competence and representation within the LAG to reflect the action areas and funds covered by the strategy. Note that the regulations proposed by the Maritime and Fisheries Fund require a “significant” representation of the fishery and/or aquaculture sector.

Text, maximum 3,000 characters

10. Collaboration between funds and with other stakeholders

10.1 Funds collaboration [point based on a single, one fund area which does not overlap with other areas]

If the development area overlaps with another development area you must explain how you will avoid double funding and how you will ensure effective development work in the development areas. If the strategy includes several funds you must describe your background thoughts and expected synergy effects with this multi-fund strategy and the collaboration between the funds.

Text, maximum 3,000 characters

10.2 Synergies with other stakeholders with development responsibility

Describe how the LAG will work with other stakeholders to create synergy effects. Please indicate who the key players are and how you will work continuously so that the strategy matches the other development strategies and plans you described in Section 3.

Text, maximum 3,000 characters

11. Communication

Describe the communication efforts for different target groups. It is not enough to communicate only with the beneficiaries to promote the support. The communication must also be directed at the general public and co-financiers and must describe the environmental and social benefits of the actions. Place special emphasis on the strategic parts where you describe what strategy you want to communicate and how you will communicate the strategy and its results in the start-up, implementation, monitoring and evaluation phase.

Text, maximum 4,000 characters

11.1 Communications plan

Present a rough communication plan by filling in the following table (can be made as an attachment).

Activity area	Communication objective	Message	Target group	Activity	Time interval	Channel

12. Monitoring and revision

Describe when and how you will follow up this strategy. A follow-up does not imply only the follow up of the goals, but also the follow-up of the action plan for the priority areas, the communication plan and the LAG's work approach. A follow-up should lead to a revision of the strategy and if necessary to a review of the objectives and action areas.

Also describe how the LAG and office will learn from monitoring and present a more general learning process.

Text, max

13. Appendices

Appendix 1: SWOT analysis

In the SWOT analysis, explain what you will do for the entire area and possibly for the different themes or action areas. You may summarise several SWOT analyses for different themes in multiple appendices.

General descriptive text

Text, max

Strong points

Text, max

Weak points

Text, max

Opportunities

Text, max

Threats

Text, max

Appendix 2: Market analysis

Present your market analysis where you identify relevant trends, developments and any research which affect the strategy's direction and focus. Also describe if and how the development area and relevant stakeholders are integrated and dependent on the regions, Sweden and the world.

Text, max

Appendix 3: Justification

Please indicate which funds form the basis of the strategy and describe why they are relevant for the Strategy.

Here you also write a justification for an application with a separate strategy for an area which fully or partly overlaps with other development areas.

Text, maximum 3,000 characters

Appendix 4: Any other appendices